



新招
增透明度
抗冬季
流感
高峰期



Enhanced transparency for winter surge

編者的話

為應對冬季流感高峰期再度來襲，醫管局準備了一系列應對措施，今年的焦點是提高資訊透明度，讓同事理順工作流程，紓緩急症室壓力，也令病人和公眾得到最適切治療。同事照顧病人之餘，切記要保重身體，才能與社區攜手對抗冬季流感服務高峰期。

提到保持身體健康，參加新春長跑是其中一個方法。今期請來兩位冠軍級人馬與大家分享揀戰衣和保持正確跑姿的心得(8-9頁)，一齊儉師吧！

聖誕節將近，又是吃大餐的時候，大家用餐前不妨細閱營養師的健康進食小貼士(20頁)。

最後，《協力》在此祝大家聖誕快樂，Merry Christmas! Ho! Ho! Ho!

From the editor

Hospital Authority has developed a series of measures to strengthen her ability to face the challenges of winter surge. A central plank of this year's strategy is to enhance transparency and information flow to facilitate the work of frontline colleagues, especially in A&E departments, to ensure we continue to provide the best possible healthcare services in face of high public demand. At such a busy time, it's easy to neglect our own wellbeing. We encourage colleagues to take good care of their health in order to stay strong for the upcoming battle.

One way to stay healthy is to go running. New Year Run will take place soon. Two previous New Year Run champions share tips on running posture and choosing the right sports outfit (page 8-9).

With Christmas just around the corner, we asked a dietitian for advice on how to make good food choices during the festive season while still indulging in culinary cheer (page 20).

Last but not least, *HASLink* wishes you and your loved ones a very Merry Christmas! Ho! Ho! Ho!

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出招!!
抗冬季流感服務高峰期
New measures to combat winter surge

每年踏入冬季，同事都準備就緒迎接冬季流感服務高峰期。醫院管理局2011年已成立「冬季流感服務高峰期專責小組」，每年6至8月期間，總辦事處聯同七大聯網代表，召開首次會議，檢討和制定來年的應變策略。

今年，醫管局推出新招之餘，亦加強現有措施，以增加透明度，在不同的層面提供更多資訊，讓醫護同事能全面掌握各醫院應對流感高峰期的狀況，盡快作出應變；也讓病情輕微的人士可選擇適合他們的醫療服務提供者，有助控制服務需求，紓緩急症室的緊張情況。

Long before cold weather arrives every year, Hospital Authority colleagues has begun preparation for the winter surge. With establishment of the Task Force on Winter Surge in 2011, Head Office and representatives from the seven clusters holds its first meeting between June and August every year to review the response plan. It enables Task Force members to deliberate enhancement measures for the upcoming winter season.

This year, HA has introduced several new initiatives and strengthened existing measures to provide more information to staff and patients to enhance transparency. The key objective is to provide more structured information on hospital's service situation to frontline colleagues to help them respond to winter surge more effectively and efficiently. At the same time, the information could facilitate less unwell individuals to choose the most suitable healthcare providers, thus relieving pressure on Accident & Emergency (A&E) departments.



資訊篇：
掌握更多訊息
控制服務需求

More information
helps control
service demand



聯網服務部總行政經理（聯網運作）張子峯醫生表示，新措施增加透明度，讓市民掌握更多資訊，從而有多個選擇。「正如我們過海，都可以揀紅隧、東隧定西隧啦！」

仁濟醫院急症室顧問醫生及部門主管王國良醫生稱，「新措施讓病人掌握全面情況，作出最適合自己的決定。現在有部分急症室仍要以人手更換等候時間的資訊，新措施推出後，大家可省去更換的工序，專心處理醫療護理工作，也可減少被病人追問『仲要等幾耐』的情況。對病人、對同事是一個雙贏局面。」

A&E waiting time on public display

A new initiative this year is displaying A&E waiting time in hospital A&E departments. The longest waiting time experienced by patients in the most recent three to six hours will be displayed on electronic TV screens. Although it is not the current estimated waiting time, it helps 'semi-urgent' and 'non-urgent' patients decide on seeking treatment at nearby general outpatient clinics or consulting private doctors instead of going to A&E.

Through enhancing transparency, patients can have more information to make decisions," says Dr Ian Cheung, Chief Manager (Cluster Performance). "It's similar to getting a traffic update – with more information on the traffic situation, we decide whether to use the Cross-Harbour Tunnel, Eastern Harbour Tunnel or Western Harbour Tunnel to cross the harbour!"

"By giving patients a fuller picture, they are able to make better healthcare decisions," says Dr Patrick Wong, Consultant & Chief of Service of A&E Department at Yan Chai Hospital. "A side benefit of the new initiative is that it reduces the pressure on frontline staff, who previously had to manually update notices about waiting times and were frequently interrupted by patients asking how long they would need to wait. A&E staff can now focus their attention on attending to patients' medical needs. It is a win-win situation for patients and colleagues."



仁濟醫院王國良醫生
Dr Patrick Wong,
Yan Chai Hospital

一站式網頁和手機程式 盡覽求診資料

加強公眾溝通是冬季流感服務高峰期的重點策略，讓市民掌握公立醫院服務情況，從而控制服務需求，更加體諒前線醫護人員。今年，市民可在醫管局網頁「新聞中心」下，找到「冬季服務高峰期」專頁。這一站式專頁，涵蓋急症室等候時間、普通科門診、基層醫療指南、香港醫生網、新聞公報和公立醫院每日主要服務數據等資料。有關急症室輪候時間的資料亦可同時在「醫管局與你」手機應用程式中「輪候時間」一欄的「急症室」查閱。

每年冬季流感服務高峰期開始時，醫管局會舉行新聞發布會，向公眾宣布有關的服務需求及整體應對計劃，也透過香港醫學會呼籲私人執業醫生在長假期間診及延長每日應診時間。

若出現「迫爆」情況，醫管局會透過社交平台、電視、電台和即時新聞向公眾呼籲，同時在醫院當眼處展示印有私人執業醫生診所目錄二維碼的「冬季服務高峰期」和「冬季服務高峰期特別通告」直立式展示架，市民只需用手機，便可隨時隨地一目了然。



「急症室候診時間」顯示屏

今年的重點新招是醫管局在全港公立醫院的急症室，以電子屏顯示該院急症室最近三至六小時已診症病人的最長等候時間。雖然這並非預計等候時間，但可為病人提供有用的參考資訊。新措施希望讓病情較輕的「次緊急」和「非緊急」病人登記前得到更多資訊，考慮會否轉用其他醫療服務，如普通科門診和私家醫生服務。

Useful information at a glance online

Enhancing public communication is a key strategy during the winter surge period. Providing the public with more information helps them understand the pressures faced by frontline healthcare colleagues and enable them to make informed decisions in choosing other healthcare providers. Through a one-stop page on HA corporate website (Corporate News → Winter Surge), information such as A&E waiting time, a list of general outpatient clinics, a primary care directory, the Hong Kong Doctors homepage, press releases and daily key statistics are readily available.

In addition, A&E waiting time is also accessible through HA's corporate mobile app *HA Touch*. Other channels of public communication include press conferences on service demand and HA's response plan. Besides, HA also appeals for support from private healthcare practitioners, via the Hong Kong Medical Association, to open clinics and extend their daily clinic hours during long public holidays and winter surge.

In situations where a hospital experiences severe overcrowding or overwhelming service demand, HA will appeal to the public, through various media including social media platforms, online channels, television and radio. Hospitals will also display private doctor directories on banners in prominent locations with QR codes which enable the public to easily search for information on alternative medical services in the area.

醫院病床管理系統 年底增至復康醫院

冬季流感服務高峰期間住院病床需求大增，佔用率經常超過100%，所以醫院能互相靈活調配床位十分重要。首階段醫院病床管理系統 (Hospital Bed Management Dashboard) 提供急症醫院的病床使用情況，系統計劃在2016年12月擴展至21間復康醫院和長洲醫院，天水圍醫院投入服務後也會加入。負責病床管理的同事可以選擇以醫院或專科分類病床，查看所在聯網的急症醫院和同區（即香港、九龍和新界）復康醫院的資料。有需要時，急症醫院可以參考系統顯示的病床情況，直接聯繫相關復康醫院的病房，安排轉介情況穩定的病人，以撥出床位給等候入院的急症病人。

Hospital Bed Management Dashboard includes convalescent hospitals at year end

The demand for beds escalates during winter surge period. Since the bed occupancy rate often exceeds 100%, efficient deployment of beds is important. The current Dashboard can provide information of bed utilisation in acute hospitals. In late December 2016, the Dashboard will extend to cover 21 convalescent hospitals and St. John Hospital, and Tin Shui Wai Hospital after its service commencement. Colleagues responsible for bed management can check out details of acute hospitals in the same cluster, and convalescent hospitals in the same region (i.e. Hong Kong, Kowloon and New Territories), filtering by hospital or specialty. Where necessary, colleagues of acute hospital can see the status of bed utilisation through the system, make direct contact with the wards of related convalescent hospitals for arranging transfer of stabilised patients, and make beds ready for incoming acute patients.



Weekly KPI on access block time

Access block monitoring is one of the Key Performance Indicators (KPI) in monitoring service performance quarterly. The KPI report lists hospitals with over 5% of patients with access block time over 4 hours; and the number and percentage of patients with access block time over 12 hours in those hospitals. During winter surge period, provisional data of this KPI will be issued weekly by email to Hospital Chief Executive and relevant colleagues for follow-up actions.



Q: 哪些是流感高峰期的入院高危人士？

A: 流感併發症風險較高的群組，包括兒童、長者、心臟病患者等長期病患者及呼吸道疾病病患者。

Q: What are the high risk groups to be hospitalised?

A: People with increased risk of complications of influenza, including children, the elderly and patients with chronic illnesses, heart disease and respiratory diseases.

同事篇：各方支援 加強服務

Joint efforts strengthen services



每周發放表現指標

醫管局每季公布一系列的主要表現指標 (KPI)，以監察服務水準，其中一項是病人在急症室滯候入院的時間。報告會列出有超過5%病人滯候入院多於4小時的醫院，以及這些醫院滯候入院多於12小時的病人數目和百分比。冬季流感服務高峰期間，每周會以電郵發放初步數據給醫院行政總監和相關同事，以便醫院按實際情況，制定應對措施。

電郵提提你

盡快處理滯候入院病人

為應付冬季流感服務高峰期，醫管局的資訊系統會提供更多資訊，方便前線同事順工作流程，減少病人等候時間，加快病人流轉。同事只要是 Management Information Portal (MIPo) 用戶，便可看到各區醫院急症室病人等候診症及入院時間的數據，方便安排工作。每日上午8:05和下午5:05，若有病人在急症室等候診症超過8小時或滯候入院超過12小時，相關醫院行政總監及同事會收到電郵提示信息：如有病人滯候入院超過24小時，總辦事處管理層亦會收到電郵提示信息，內容包括病人人數、編號和已等候時間，讓同事優先處理這些個案。

Email alert on access-block situation

To cope with service peak during winter surge period, HA system provides more information to frontline colleagues to streamline their workflow, reduce patient waiting time, and speed up patient flow. Users of Management Information Portal (MIPo) can gain access to information on patients' waiting time for consultation and for admission at A&E department of various hospitals. At 8:05am and 5:05pm every day, if there are patients who have waited for consultation for over 8 hours, or for admission for over 12 hours, the respective Hospital Chief Executive and senior management of the hospital will receive an email alert. If there are patients who have waited for admission for over 24 hours, senior management of HA head office will get an email alert as well. The email includes information such as number of patients, case number and number of hours waited, alerting colleagues to accord priority to these cases.

Q: 流感高峰期期間的三大入院病症是什麼？

A: 慢性阻塞性肺病、肺炎和心臟衰竭。

Q: What are the three most common illnesses of hospitalised patients?

A: Chronic obstructive pulmonary diseases (COPD), pneumonia and heart failure.



加強病毒檢測服務 24小時知結果

今年冬季流感高峰期間，醫管局轄下七個聯網將加強流感病毒檢測服務，為呈現流感病徵的深切治療部病人或社區感染肺炎的病人進行甲型和乙型流感測試。醫護人員會為病人抽取呼吸道樣本，送至醫管局的化驗室進行流感測試，預計24小時內有結果。這個流感測試比醫管局現行的快速測試敏感度較高，與將樣本送到政府衛生署公共衛生化驗服務處，需時約五日半的全面測試的敏感度相若，卻能更快獲得甲型和乙型流感的測試結果。此外，非辦公時間出現的緊急個案會繼續由威爾斯親王醫院和瑪麗醫院的化驗室檢測。

病人愈早確診甲型或乙型流感，有助醫生盡早對症下藥，大幅減低病人出現併發症和死亡的風險，亦有助病人早日康復出院。預計冬季流感高峰期間，約三萬名病人需要接受這流感病毒檢測服務。

Enhanced influenza test service accelerates result turnaround time to 24 hours

Laboratories of the seven clusters under Hospital Authority are enhancing tests for influenza A and B among community acquired pneumonia patients and ICU patients during the coming winter surge. While results from respiratory specimens sent to the Public Health Laboratory Services Branch of the Department of Health (DH) for a comprehensive test take approximately 5.5 days, the enhanced testing at an HA laboratory can cut this to as short as 24 hours with similar test sensitivity. Besides, the sensitivity of this test is higher than that of the current rapid test done by HA. For urgent cases outside office hours, the laboratories at Prince of Wales Hospital and Queen Mary Hospital would continue to offer round-the-clock testing services.

Obtaining faster confirmation of whether patients have contracted influenza A or B helps doctors provide correct treatment in a timely manner. This lowers the risk of complications and death, and supports faster recovery. During the winter surge, it is estimated that around 30,000 specimens will be tested via this influenza test service.



「特別酬金計劃」增加人手

冬季流感服務高峰期間，急症室服務需求急升。為紓緩前線同事壓力，醫管局除一直增聘人手外，還推出「特別酬金計劃」，透過發放特別酬金，鼓勵現職員工自願在工餘時間額外工作，以應付驟增的服務量。例如，為應付急症室的服務壓力，推行了「急症室支援時段計劃」，每節兩至八小時不等，增加醫護人手照顧次緊急和非緊急病人。

計劃自2013年起分階段實施，2015年11月1日起擴展至全港急症室。預計這次冬季流感服務高峰期（今年12月至明年3月）透過「急症室支援時段計劃」增加的額外醫護人員服務時數，比非服務高峰期（今年6至9月）增加約500個小時。

醫管局亦希望透過計劃增加資深醫生在晚上、周末和公眾假期的巡房次數，並加強支援服務，如放射診斷和物理治療等，幫助病人早日康復出院或轉至復康醫院。醫生會盡早制定病人的出院計劃，讓病人和家人適時安排出院事宜，促進急症病房的病人流轉，加快讓有需要的病人入院。

除現有全職員工，醫院亦會聘請兼職醫生及安排護理學學生和醫療輔助隊隊員支援，以減輕急症室和住院服務的壓力。

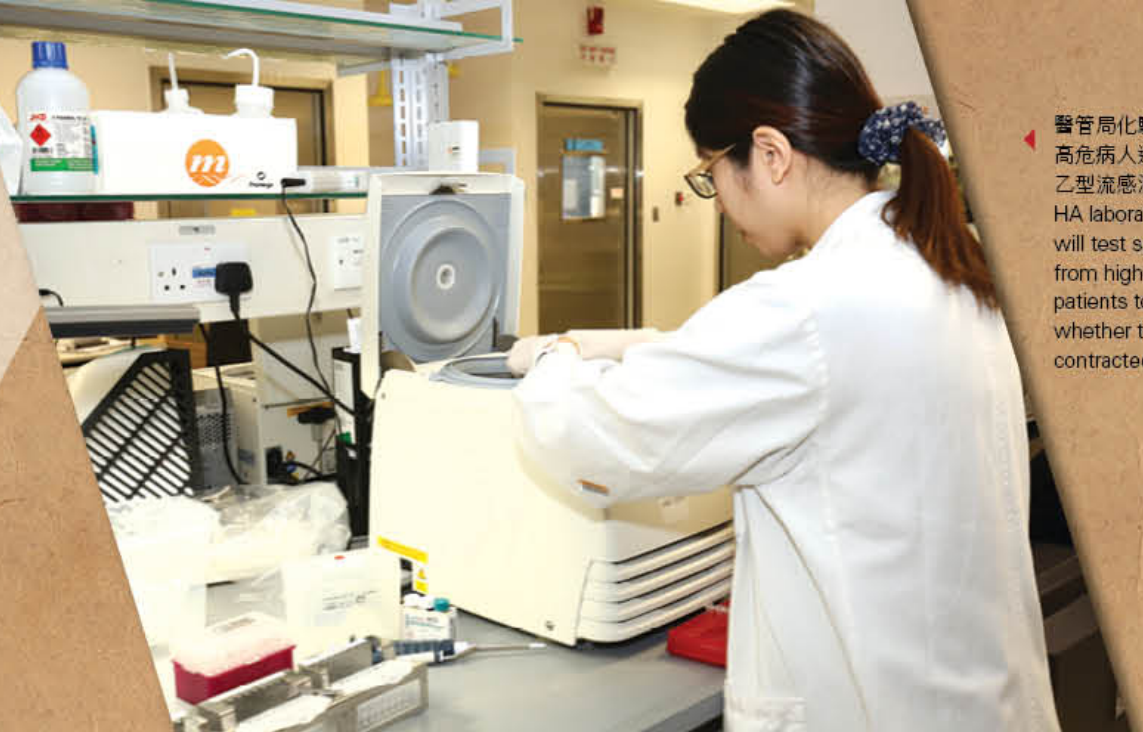
Special honorarium scheme increases manpower

There is an excess demand for medical services during the winter surge period. Apart from ongoing staff recruitment, HA aims to reduce frontline colleagues' workload through the 'Special Honorarium Scheme' (SHS) which encourages current staff to voluntarily provide extra service sessions and get special honorarium in return. Under SHS, there is the 'A&E Support Session Programme', in which an extra service session can last for 2 to 8 hours, for adding manpower to take care of patients of category 4 and 5, i.e. semi-urgent and non-urgent patients.

The scheme phased in since 2013 and is operated in all A&E departments starting from 1 November 2015. It is expected that in the coming winter surge period (December 2016 to March 2017), the 'A&E Support Session Programme' can provide 500 more service hours than in non-surge period (June to September 2016).

In addition, HA plans to increase ward rounds of senior clinicians at evenings, weekends and on public holidays, and strengthen related supporting services, e.g. radiology and physiotherapy, with the aim to accelerate recovery and discharge of patients. Doctors will devise discharge plan earlier, so that patients and their family can prepare for discharge accordingly. Faster patient flow in acute wards allows quicker admission of patients in need.

Hospitals also hire part-time doctors and arrange support of undergraduate nursing students and Auxiliary Medical Service to alleviate the pressure on A&E departments and admission service.



醫管局化驗室為高危病人進行甲型和乙型流感測試。HA laboratories will test specimens from high-risk patients to determine whether they have contracted influenza.

增加病床及診症額

醫管局除了在2016-17年度增加231張病床外，亦會預留資源在冬季流感服務高峰期加開逾500張臨時病床，應付可能激增的服務需求。同時，普通科門診在冬季流感服務高峰期會增加服務量，預計額外提供約18,000個服務名額，聖誕節、新年和復活節期間，更會額外增加合共約5,000個服務名額，應付社會所需。

Increase patient beds and GOPC consultation capacity

In addition to adding a planned total of 231 new beds in 2016/17, the Hospital Authority has reserved resources to create capacity for more than 500 temporary beds to meet expected upswing in service demand during the winter surge period. About 18,000 additional consultations will be provided at general outpatient clinics, alongside an increase of 5,000 consultations over the Christmas, Chinese New Year and Easter holidays.

減低長者再入院風險

要紓緩公立醫院的壓力，社區的支援很重要。冬季流感服務高峰期，醫管局會加強對安老院舍的支援，如增加社區老人評估小組探訪安老院舍次數、加強教導安老院舍工作人員的防感染控制管理。同時亦加強「護訊聆」電話支援服務，由護士透過電話評估病人情況和鑒別健康問題，主動跟進再入院風險較高的長者病人的情況，提供疾病管理和護理支援等建議，並適時轉介有需要的病人至合適的護理服務。



Strengthen community-based support for elderly patients to reduce risk of readmission

Community support is a very important element in relieving pressure on hospitals. During the winter surge, HA will strengthen the support for the residential care homes for the elderly (RCHEs), including visiting RCHEs by Community Geriatric Assessment Services Team more frequently and reinforcing infection control measures of RCHE staff. The Patient Support Call Centre will strengthen support for high-risk elderly patients. Proactive outbound calls are made by trained nurses so as to assess and identify patients' health problems, and provide advice on disease management and care support as well as referrals to appropriate community support services.



休息室變身「出院等候區」

每當病人出院時，都要等醫生簽署文件、等取藥、等繳費和等通知家人，為紓緩病人在病房等出院的情況，有醫院會另闢地方設立「出院等候區」。如威爾斯親王醫院在兩年前，每逢冬季流感服務高峰期，日常的休息室會變身為「出院等候區」，等候區內設有12張舒適及可躺臥的坐椅、洗手間、雜誌、報紙、電視和飲水機。護士會在內科、外科及骨科病房邀請合適的病人參加，一日兩次，取得病人及家屬同意後，就會安排準備出院的病人在此等待，務求可盡快騰出病床給有需要的病人。根據2016年1月至4月的統計，等待區平均使用率達八成，此安排令本來病人逗留病床的時間共節省1,887小時。



Common rooms turned into discharge lounges

When a patient is discharged, they need to go through a discharge process that often includes a lot of waiting, such as waiting for formal discharge approval from doctor, medication, payment and then waiting to be collected by family or friends. To help free up precious in-patient bed space, several hospitals set up a 'discharge lounge' for patients to be discharged. The Prince of Wales Hospital (PWH) began operating a discharge lounge during the winter surge period two years ago. The lounge provides chairs, toilet facilities, magazines and newspapers, television and water dispenser. Nurses working in medical, surgical and orthopedic wards will invite appropriate patients to make use of the lounge. Where relevant, after obtaining a patient's consent, ward staff will call their next-of-kin to seek their agreement and arrange collection logistics. Statistics collected from January to April 2016 at PWH show that the average occupancy rate of the lounge was 80% and that the initiative saved 1,887 in-patient bed hours.

病人篇： 多管齊下 疏導人流

Multi-pronged measures improve patient flow

老人科團隊早期介入急症個案

為減少非必要入院，醫院會加強老人科對急症室的支援。老人科醫護人員於急症室為年長病人提供早期評估及治療，適時轉介至合適的護理環境，如非急症醫院和安老院舍。

Strengthen collaboration between geriatrics teams and A&E departments

Steps have been taken to strengthen collaboration between hospital geriatrics teams and A&E departments to reduce the number of elderly patients who are unnecessarily hospitalised. Geriatrics team will assist on early screening and treatment of elderly patients who attend A&E departments. Where appropriate, patients may be referred to other care settings such as non-acute hospitals or homes for the elderly.

第五式



加強出院支援

加強出院服務支援有助縮短病人等候出院和準備轉院在病房等候的時間，支援種類包括延長非緊急救護運送服務、藥劑及支援運送服務。舉例，伊利沙伯醫院藥劑部於2012年改變轉院病人取藥流程，以及在冬季流感高峰期時，盡快騰出病床給有需要的病人。病情穩定的病人可轉至九龍醫院，由過往病人要在病房「先取藥，後轉院」的方式改為「病人跟藥物分流處理」，做法是病人可先行轉至九院，同時，兩院同事會加強溝通，若九院同事發現病人的藥物不足，伊院藥劑部同事會按已定機制配送藥物至九院，確保病人有足夠的藥物。

Hospital discharge process streamlined

Hospitals will reinforce patient discharge support by various measures, namely to strengthen non-emergency ambulance transfer and other transport services, enhance pharmacy services, shorten patient discharge waiting time. At Queen Elizabeth Hospital (QEH), for example, the change in drug collection procedures in 2012 has helped accelerate the release of ward beds occupied by patients waiting to be discharged to Kowloon Hospital (KH). Under the new procedure, stabilised patients in QEH no longer need to wait to collect their medication before being transferred to KH. In parallel to a patient being transferred, QEH staff will communicate with KH staff to ensure that the latter has sufficient supplies of the drugs needed by the incoming patient and any drug supply required from QEH to KH is enabled through an established drug delivery schedule.

個人篇： 打一針 防流感

Protect yourself during peak flu season



注射流感疫苗，保障個人健康
Get vaccinated to protect against seasonal flu



保持個人健康習慣，如咳嗽及打噴嚏時掩蓋口鼻，然後要徹底洗手
Practice good hygiene by covering your nose and mouth when sneezing or coughing and washing your hands thoroughly afterwards.



出現發燒或呼吸道感染病徵，應佩戴外科口罩，及時就醫
Wear a surgical mask and consult a doctor if you have respiratory symptoms or fever



確保有足夠衣物保暖，恆常運動，均衡飲食，充足睡眠
Stay warm by wearing appropriate clothing, exercise regularly, maintain a balanced diet and rest adequately



流感流行期間，避免前往人多擠迫或空氣流通欠佳的公眾地方；高危人士在這些地方逗留時可考慮佩戴外科口罩
When possible, avoid going to overly crowded or poorly ventilated public places during high influenza season; high-risk individuals may consider wearing a surgical mask in such places

Q: 2015/16年度流感高峰期期間，急症室首次求診人次和經急症室入內科病房人次分別比平常增加多少？

A: 2016年2月的冬季流感服務高峰期，平均每天急症室首次求診人次較上一個非高峰期上升10%，而同期平均每天經急症室入內科病房人次則上升20%。

Q: During winter surge of 2015/16, what is the increase in A&E first attendances and inpatient admissions to medical wards from A&E per day compared to non-surge period?

A: During the winter surge in February 2016, the average number of A&E departments daily first attendance increased by 10% when compared with non-surge period in 2014; while the average number of inpatient admissions to medical wards from A&E increased by 20% for the same period.

Q: 最多經急症室入院的是什麼人？

A: 2015/16年度冬季流感服務高峰期，經急症室入內科病房的病人主要為長者，72%為65歲或以上，43%為80歲或以上。因此，醫院在今年的應對策略中加強了老人科對急症室的支援。☺

Q: Which group of patients has the highest admission rate from A&E department?

A: In 2015/16 winter surge, most inpatients admitted to medical wards from A&E departments were elderly, of which 72% were aged 65 or above and 43% were aged 80 or above. As such, geriatrics support to A&E departments is enhanced in this year's hospital response plans. ☺



2017年醫管局新春長跑將於2月5日（大年初九）舉行，各位同事是時候備戰了。今期《協力》邀得兩名冠軍級人馬，與大家分享揀戰衣的心得和指導正確跑姿。他們分別是2016年新春長跑6.5公里賽男子組冠軍，來自黃大仙醫院的登記護士黃偉樂，和11公里賽女子組冠軍，基督教聯合醫院註冊護士何樂敏，她更是現時15公里全港排名第二的高手。🏃

長跑男女冠軍分享： 戰衣要夠薄夠短 跑姿忌搖擺



黃：跑步時，眼望正前方，頭部保持水平。頸部應保持放鬆，避免肩頸肌肉過分緊張。

Wai-lok: Keep your head in a neutral position and your eyes straight ahead instead of looking around. Try to keep your neck and shoulders relaxed to avoid pain from tense muscles.

何：很多跑手會因為核心肌肉訓練不足，腰部容易左右搖擺，阻礙向前，減低速度。

Mandy: Building up good core strength through resistance training helps you maintain good form and posture. This also improves endurance and you will not become fatigued easily.

黃：上半身要保持直立，重心放在身體正中，避免左右手搖擺幅度太大，不要超過身體的中軸線，浪費氣力。肘關節要自然彎曲，以肩為軸心，有節奏地前後擺動。

Wai-lok: Keep your torso upright and avoid swinging your hands across your body's central axis. Your elbows should be naturally bent at a loose right angle and your arms should follow a natural back and forth swinging rhythm when running.

何：現今很多女孩子都有「寒背跑」的壞習慣，所以要時刻提醒自己跑步時微向前傾，頭、腰、背和下肢要挺直，最好成「1」字。雙手的擺動不應越過身體的中軸線。

Mandy: Many women have a tendency to overly arch their back when running, or even to lean backwards. Actually you should try to lean slightly forward, while still keeping your head, waist, back and lower part of the body straight to form a '1' shape. Do not swing your hands across your body's central axis.



黃偉樂
Wong Wai-lok
2016年新春長跑
6.5公里賽男子組冠軍
Champion of 2016
New Year Run 6.5km (men)

黃：腳掌落地後用力抬腿，減少與地面接觸的時間。

Wai-lok: When your foot touches the ground, try to make the contact time as brief as possible.

何：抬腿抬腿向前的動作可保持穩定速度，部分跑手只以小腿踢向前方帶動身體向前，這樣會減慢速度。

Mandy: Get into a 'fold up and lift' pattern with your legs as you run – this will help you maintain a steady pace. Some runners mistakenly focus on pushing their legs forward, which may only slow your overall running speed.



戰衣要點揀？ What is the best outfit for runners?

何：我喜歡穿較薄及快乾的運動背心比賽，天氣較熱時亦會考慮只穿運動bra top。

Mandy: I often wear highly breathable lightweight dry-fit clothing for racing. In extreme hot weather, I prefer sporty bra top.

黃：我會揀一些薄料透氣纖維製成的衣物，可快速吸濕排汗，快乾透氣，保持通爽。

Wai-lok: I will wear highly breathable lightweight clothing. It is good for perspiration and dries quickly.

何：我會選擇較短而不限制腿部動作的跑褲，方便做「抬腿抬腿」的動作。很多女跑手喜歡在短褲下加穿一條緊身長褲，天氣冷時有保暖之效。

Mandy: I choose shorts that do not limit movement and allow my legs to do the 'fold up and lift' action. In cooler weather, many female runners choose to wear tight-fitting long pants under their shorts to keep warm.

黃：我習慣穿短褲跑步。冬季會穿長身壓力褲，除可增加血液循環，也有保暖作用。

Wai-lok: I usually wear shorts, but in winter I will wear long compression pants to speed up blood circulation and keep warm.

何：比賽時，選擇較輕巧靈活的跑鞋，石墨底的跑鞋抓地能力較高，有助推進，在雨天比賽亦不易滑倒引致受傷。還有一定要穿跑襪保護雙腳，以免比賽途中雙腳起水泡，令跑手能發揮水準。

Mandy: I choose a pair of lightweight graphite-soled shoes for racing. The graphite soles provide better grip with the ground, which helps me push forward with more power and reduces the danger of slipping on wet ground. A good pair of running socks is essential to avoid blisters.

黃：主要兩對跑鞋，一對是練習時用，鞋底較厚吸震能力較高，能保護雙腳；另一對是比賽用，鞋底較薄及鞋楦較貼身，且要是石墨底，因其抓地能力強，能提高速度，亦比練習鞋更輕巧。

Wai-lok: I have two pairs of running shoes. For training, I have a pair with a thicker sole to protect the feet and legs. For race days, I wear a lightweight pair with graphite soles.



新安排： 寄存行李 用大會行李袋 New gym bag for runners

今年大會新增設計精美的行李袋（60cm x 60cm）送給每位參賽者，方便參賽者寄存行李及留念之用。參賽者需注意：如需寄存行李，必須使用大會提供的行李袋。

同事比賽當日將大會行李袋，連同附於選手包內的行李牌，起跑前到行李區寄存，只可於早上9時45分後取回。寄存行李的重量不得超過四公斤。每個行李牌只供一個行李袋使用。行李袋不可外附其他物件，例如衣服、袋和水樽等。

另外，因道路工程，今年的長跑路線將有所改動。請各跑手密切留意稍後公布的最新改道消息及醫管局內聯網的新春長跑專頁（<http://staff-welfare.home/upload/NYR2017/cover.htm>）。

每位參賽者會獲贈精美行李袋一個。
The gym bags for New Year Run participants feature a fresh design.



HA New Year Run participants will receive a gym bag (60cm x 60cm) for storing their belongings on race day.

Runners should bring their gym bag, along with the tag (which is included in their race pack) to the baggage counter before the race starts. The gym bag can only be collected after 9:45am. Each runner is limited to one gym bag, which must weigh no more than 4kg. All stored items must be inside the bag; any bag with items dangling outside, such as clothes, bags or bottles, will not be accepted for storage.

In addition, due to road construction work, the race routes are different from that of previous years. Please keep a close eye on upcoming news and the latest information posted on the HA New Year Run webpage on HA's intranet (<http://staff-welfare.home/upload/NYR2017/cover.htm>).



李夏茵 栽花學頑強 Dr Libby Lee learns from tenacity of plants

甫走進新任策略發展總監李夏茵醫生的辦公室，猶如走進小花園，眼前的盆栽散發著鮮花的香味，令人精神為之一振。「我很喜歡綠色，從小就跟祖母學種花。」李醫生覺得植物能在隙縫間開花長葉，其頑強生命力，也是做人的處世之道，難題總有辦法解決。

她說未來工作包括跟進各醫院的重建或擴建工程、加強醫社合一、強化基層醫療的角色和將醫管局大數據重新整理及分析，以助日後規劃，令醫療服務更迎合社會需求。

李醫生是一名麻醉科專科醫生，同時兼備行政醫學學歷，曾於瑪麗醫院工作。2008年出任質素及安全部總行政經理（病人安全及風險管理）。接任新崗位前是總辦事處總行政經理（策略、服務規劃及知識管理）。🍀



新任策略發展總監的李夏茵醫生，喜歡栽花和養狗。Dr Libby Lee, the new Director (Strategy & Planning) loves planting flowers and spending time with her lovely dogs.

Visitors to the office of HA's new Director (Strategy & Planning) Dr Libby Lee will find an oasis filled with scented flowers and plants. "I learned to cultivate plants from my grandmother when I was a child and I love being surrounded by greenery," says Dr Lee. "Plants find ways to thrive in all situations. New shoots spring up from tiny gaps and cracks in search of sunlight, it's truly amazing," she added. She believes that we can always find solutions to problems as plants persevere steadfastly under adverse situations.

Dr Lee is tackling several major projects, including the reconstruction and expansion plans for various hospitals, strengthening 'Collaboration With Community Partners' service delivery model, reorganising and analysing HA's 'big data' in order to better plan for the future medical needs of the community.

An anesthesiologist and practitioner in Administrative Medicine by background, Dr Lee worked at Queen Mary Hospital before becoming Chief Manager (Patient Safety and Risk Management) in 2008. Prior to her current position, she was Chief Manager (Strategy, Service Planning & Knowledge) at HA Head Office. 🍀

新界東CCE羅思偉 規劃醫院配合社區需要 NTEC new Chief values community needs in hospital planning

新界東醫院聯網總監羅思偉醫生，一上任就要面對冬季流感高峰期，他即以身作則，注射流感針，並大力呼籲同事和公眾要打流感針，特別是長者，「只要我們保到上面一層（長者），減少他們入院，有助紓緩醫院的壓力」。

對於新界東聯網未來的發展，他稱，規劃威爾斯親王醫院第二期重建，和北區醫院的擴建時，都會盡量配合當區人口老化的需求，期盼新的工作環境如何在設計上給予同事便利，理順日常的工作流程。

作為聯網之首，他選擇打高爾夫球來減壓，也從這項運動領悟出管理哲學，「打Golf時最重要學會如何放鬆，打得太急、太大力只會徒勞無功。我們處理問題也一樣，有時太急，沒有了解清楚事件來龍去脈，未能作出正確判斷，所以做人處事都要學懂鬆緊有致，全面地考慮各方因素。」

羅醫生曾為總辦事處策略發展總監，代表作包括建立享譽國際的「護訊鈴」服務及獲獎的「智友站」網頁，早前更借調出任新界西醫院聯網總監。🍀

Dr Lo Su-vui's first priority as the new Cluster Chief Executive (CCE) of New Territories East Cluster (NTEC) is dealing with the challenges of the winter surge. A great believer in leading by example, Dr Lo has already received a flu vaccination this year and encourages his colleagues and members of the public to do the same. "If more people, particularly elderly individuals, take steps to guard against influenza, we can reduce hospital admission rates and minimise inpatient overcrowding problems during the busy season."

With respect to longer term projects such as the ongoing reconstruction of Prince of Wales Hospital and the expansion of North District Hospital, Dr Lo explains that careful consideration is being given to the specific needs of the aging population in the community and to how working environments can be designed to streamline work processes and facilitate colleagues.

A keen golfer, Lo says that getting out on the greens is a great way to unwind, but also provides some valuable lessons that he applies in his working life. "Playing golf helps me learn how to relax physically and psychologically. If you hit the ball hard without first relaxing yourself in the right posture, you will probably just hit the grass or the air but not the ball," he says. "In our working lives, sometimes we just want to resolve a problem without a clear picture of what caused



羅思偉醫生（左二）上任後，探訪沙田慈民護養院。Dr Lo (second from left) visited patients in Cheshire Home, Shatin.

the issue. This type of rushing and hitting can lead to poor decision making. To make the perfect shot in golf we need to consider all the influencing factors. The same is true when making important work decisions."

Before taking up his new post, Dr Lo was Director of Strategy & Planning at Hospital Authority Head Office, during which time he established an internationally acclaimed Patient Support Call Centre and spearheaded the development of the award-winning 'Smart Patient' website. He has also spent time on secondment as Cluster Chief Executive of New Territories West Cluster. 🍀



巴士巡遊 全城響應器官捐贈 Bus parade drives support for organ donation



Helen有日經過銅鑼灣，見到主席梁智仁教授、行政總裁梁栢賢醫生同聯網服務總監張偉麟醫生派單張，原來係向市民宣傳器官捐贈。PY話，現場市民非常熱心：「有人收到單張，知道係關於器官捐贈，行番轉頭攞多幾份去派比親友添！」佢哋嘅10月15日坐宣傳巴士，沿途呼籲市民支持器官捐贈，同行嘉賓仲有食物及衛生局局長高永文醫生、食物及衛生局副局長陳肇始教授等。

另外，醫院同社區亦有響應器官捐贈運動。例如北區醫院就同北區區議會合作，由該院行政總監



鍾健禮醫生帶領醫院管理層及醫院義工，同區議員一齊喺區內人流密集嘅地方，設置器官捐贈推廣攤位，向市民講解器官捐贈嘅意義，唔少市民仲即場填表登記。

今年7月至12月，醫管局轄下公立醫院巡迴設立器官捐贈推廣攤位，已經舉辦超過200次推廣攤位活動。🍀

When I was window shopping in Causeway Bay on 15 October, I bumped into HA Chairman Prof John Leong Chi-yan, Chief Executive Dr PY Leung and Director of Cluster Services Dr Cheung Wai-lun. The trio had taken part in a bus parade touring the territory to plead for public's support for the Organ Donation Promotion Campaign. They were also handing out leaflets of the campaign to passers-by. PY told me that their efforts

were receiving enthusiastic response from the public. "When the public receive the leaflet, many of them asked for several more to give to their family and friends." Other participants in the bus parade included Secretary for Food and Health Dr Ko Wing-man and Under-Secretary Prof Sophia Chan.

Hospitals and local communities have also been demonstrating support for the Organ Donation Promotion Campaign. North District Hospital (NDH) collaborated with North District Council to set up promotional booths in the district. Dr Chung Kin-lai, Hospital Chief Executive of NDH, together with the hospital management team, hospital volunteers and local district councillors, explained organ donation to the public at the booth, receiving encouraging responses on the spot.

Organ donation promotion booths have toured public hospitals and clinics from July to December for over 200 sites this year. 🍀

高層退休 依依惜別 Fond farewell to senior management

上月，醫管局有兩位高層退休。一位係新界東聯網總監熊志添醫生，一位就係放緊退休前休假期質素及安全總監區結成醫生。佢哋臨走前就同Helen分享多年感受，同埋講下未來大計。

熊醫生話，覺得自己近年感性啱，寄語後輩，當大家用理性為病人診症時，也要兼備感性元素，「如果刻意埋藏自己感覺，就會同病人冇咗一個聯繫，所以診症時要情理兼備。」退休後，佢會先去南極同南美洲，明年再去冰島，之後會喺中大教書。

至於區醫生，佢話自己喺HA試過唔同崗位，做過內科醫生、九龍醫院同眼科醫院行政總監、總辦事處人力資源主管同質素及安全總監，每次轉變都係機緣巧合，所以叫大家應該抱一個開放嘅心態對待工作，分分鐘有好多新經歷。人人都知區醫生妙筆生花，佢而家寫緊一本同現代詩有關嘅書。退休後希望有機會參與醫療倫理或科研論理有關嘅工作。🍀

新界東聯網同事搞咗個 farewell dinner 歡送熊醫生，全晚高潮位就係熊醫生同聯網四位護理總經理合唱粵曲「鳳閣恩仇未了情」。NTEC colleagues organised a farewell dinner for Dr Hung with wonderful performances. The attendees were delighted when Dr Hung joined the cluster's General Managers (Nursing) to sing Cantonese opera.



Entering retirement after a busy working life can be a major transition. Recent senior management retirees Dr Hung Chi-tim, Cluster Chief Executive of New Territories East Cluster, and Dr Derrick Au, Director of Quality and Safety Division, currently on retirement leave, were kind enough to share with me their experiences of working in the Hospital Authority for the past years and their future plans.

Dr Hung says that he has built stronger emotional connections with patients in recent years. He reminds younger doctors that blending empathy with clinical skill will result in more effective consultations. "If we bury our feelings in front of patients, we have no connection with them; but if we demonstrate emotional understanding we can build better relationships with those we are trying to help, which subsequently creates better outcome."



區醫生喺歡送會上與昔日工作夥伴拍照留念，過了一個輕鬆又溫馨嘅晚上。Dr Au's warm and cosy farewell party provided opportunities for him and his former colleagues to take photos together for good memories.

Dr Hung will start his retirement life by visiting the North Pole, South America and Iceland. After completing globetrotting he will start teaching at The Chinese University of Hong Kong.

Dr Au began his career at HA as a physician but went on to hold a diverse range of posts – from Hospital Chief Executive at Kowloon Hospital and Hong Kong Eye Hospital to Head of Human Resources and Director of Quality & Safety at HA Head Office. He says change in life arises from the convergence of many factors and we should keep an open mind when it comes to our careers as unexpected opportunities often provide rewarding experiences. Well known among his colleagues for being a talented writer, Dr Au says he is working on a book about modern poetry and hopes to get more involved in researching and writing about issues on medical ethics. 🍀

九龍中、九龍西 界線重組三部曲 Cluster boundaries redrawn for KCC and KWC

本月初，九龍中醫院聯網與九龍西醫院聯網開展了重組工作，廣華醫院、東華三院黃大仙醫院和聖母醫院，以及相關地區的服務已納入九龍中醫院聯網。首階段不影響病人服務，先處理相關的行政安排。聯網界線重組為回應醫管局檢討督導委員會建議的重點措施，藉以加強服務的縱向整合，確保病人獲得持續的護理。聯網重組後將減少跨網求診情況，九龍區各聯網轄下服務人口及病床數目會更平均。📍

The cluster boundary re-delineation arrangements between Kowloon West Cluster (KWC) and Kowloon Central Cluster (KCC) started early this month with Kwong Wah Hospital, Tung Wah Group of Hospitals Wong Tai Sin Hospital and Our Lady of Maryknoll Hospital, together with the services in the concerned communities regrouped from KWC to KCC. The first phase of the exercise mainly involves administrative arrangements and will not impact on provision of patient services. Being one of the main focuses of the Action Plan for implementing the recommendations of the Steering Committee on Review of Hospital Authority, refining cluster boundary would enhance vertical integration of services to ensure continuity of patient care. Upon re-delineation, cross-cluster service utilisation will be reduced. There will be a better balance in the distribution of population and hospital beds among the three Kowloon clusters. 📍

分階段安排

第一階段（2016年12月1日）

主要是行政安排，包括 ❶ 聯網身份改變，相關員工的電郵群組、醫院和設施的指示牌、徽標、網頁和信件抬頭也會作出改動；❷ 職能移交：相關服務單位的醫院職能會依舊保留於個別醫院，但凡牽涉聯網問責，如臨床服務的投訴管理、事故應變、傳染病爆發的應變及災難應變，均由九龍中醫院聯網處理；❸ 問責關係移交：聯網架構下的聯網職能問責，亦會由九龍西醫院聯網轉至九龍中醫院聯網負責。而九龍西醫院聯網將會繼續為相關服務單位的非臨床支援服務，提供聯網層面的後端支援，直至2017年3月31日為止。



東華三院黃大仙醫院
Tung Wah Group of Hospitals
Wong Tai Sin Hospital



聖母醫院
Our Lady of Maryknoll Hospital

第二階段（2017年4月1日）

相關醫院及服務單位非臨床支援服務的聯網後端支援會由九龍中醫院聯網接管。



廣華醫院
Kwong Wah Hospital

第三階段（2017年4月1日後）

按相關系統及支援服務的就緒程度，分階段為有需要的臨床服務進行重組。

Phased arrangements

The first phase (1 December 2016)

Focuses primarily on administrative issues, including:

- ❶ change of cluster identity, which includes change of staff e-mail groups, signages, logos, webpages and letterheads of concerned hospitals and facilities;
- ❷ transfer of functions at cluster level, such as clinical services complaint management, incident management, infectious disease outbreak management and disaster management, while hospital functions for these affected service units remain with individual hospitals; and
- ❸ transfer of accountability for cluster functions as reflected in the cluster management structure. Back-end cluster support for non-clinical support services will continue to be provided by KWC until 31 March 2017.

The second phase (1 April 2017)

Will involve KCC taking over responsibility for back-end cluster support for all non-clinical support services and activities of the concerned hospitals and service units.

The last phase (after 1 April 2017)

Will involve the phased reorganisation of clinical services for patients, where needed, depending on the readiness of the support functions and infrastructure.

行動計劃 最新進展 Updates on action plan

自政府去年7月發表《醫院管理局檢討督導委員會報告》建議後，醫管局隨後公布行動計劃，就檢討報告的5個範疇及10點建議，提出124項對應措施。一年過後，除聯網界線重組外，我們亦發展優化資源分析模型，促進公平的資源管理。不同的員工培訓方案亦相繼推出。

In response to the *Report of the Steering Committee on Review of Hospital Authority* released by the Hong Kong Government in July last year, the HA has formulated an Action Plan for implementing in three years 124 action items across five areas with 10 recommendations. One year later, we are making good progress on all fronts. Other than re-delineating cluster boundaries, we are in the process of developing a refined population-based model to facilitate resource allocation and various training proposals are being implemented.

4大元素改善資源分析模型

問：優化資源分析模型後，與之前的分別是甚麼？

答：自2000年起，政府與醫管局同意以人口為基礎的模型（基本模型）來分析醫管局對經常開支的需求轉變。這整體考慮的分析將全港「人口數字」和「性別、年齡分佈」一併處理，不涉地區層面。要進一步了解地區的醫療需要從而掌握聯網的規劃和資源分配，醫管局會從四方面去優化現有的基本模型：

- 將全港劃分為200個以上的「小規劃統計區」群組
- 加入其他可影響市民醫療需求的因素，如社會經濟狀況等，提高分析的預測能力
- 分析跨網求診的情況
- 分開處理指定聯網的特殊服務，如器官移植。此外，亦會考慮聯網面對不可控制的特殊情況，如跨境求診和電費價格的差異等。

相關諮詢文件可瀏覽內聯網：<http://fin.home/Financial%20Planning/IRAWWebsite/default.html>

Four key elements to underpin better assessment of healthcare needs

Q: What is the difference after refining the Population-based Model?

A: Since 2000, the Government and HA have agreed to adopt a population-based model (the Basic Model) for projecting changes in overall recurrent resource needs of HA. This model rides on the changes in 'population size' and its 'sex-and-age-profile' as a whole, but not down to regional level. To better understand healthcare needs of different localities from population perspective in order to inform service and resource planning, HA will refine the existing Basic Model based on four elements:

- Enhancing the granularity of analysis by dividing Hong Kong into more than 200 Tertiary Planning Unit groups;
- Improving the analysis' ability to project localities' healthcare needs by incorporating other factors, such as socio-economic factors;
- Analysing cross-cluster movement of patients;
- Separately accounting for designated services provided by specific Clusters, such as organ transplantation service. Also, uncontrollable conditions faced by Clusters such as cross-border patient flow and difference in electricity tariff will also be considered.

Relevant materials (Interim Report) can be browsed at intranet: <http://fin.home/Financial%20Planning/IRAWWebsite/default.html>

加強員工培訓

問：醫管局檢討報告公布後，局方推出了哪些主要的員工培訓方案？

答：2015/16至2017/18年度，醫管局運用政府的三億元撥款，提供逾25個項目，加強臨床和非臨床員工的培訓。2017/18年度，醫院聯網將會推行一套有系統的培訓需要釐訂機制，而四個主要非臨床職系（包括財務、院務行政人員、人力資源和資訊科技）亦會開展特設的培訓課程。此外，一套全新的培訓管理資訊系統將會在2017/18年踏入第二期開發階段，協助策劃、監管員工培訓課程及匯報訓練成效。



Enhanced training for staff

Q: What are the key initiatives for staff training after the HA Review?

A: With HK\$300 million designated training fund from the government, over 25 training programmes are offered between 2015/16 and 2017/18 to strengthen training for both clinical and non-clinical staff. A structured training needs identification mechanism across clusters together with grade-specific training curriculums for four major non-clinical grades (i.e. Finance, Hospital Administrators, Human Resources and Information Technology) will be launched in 2017/18. In addition, a new training information management system is being developed to facilitate planning, monitoring and reporting on staff training and it will commence Phase II development in 2017/18 to kick off the full-scale system development.



學員透過戶外活動建立團隊精神。Team spirit harnesses through joyful outdoor activities.

領袖培訓計劃受表揚 HA lauded for talent management

醫管局的「行政人員領袖培訓計劃」(HAELP) 最近獲得2015/16年度香港人力資源管理學會的「卓越人才管理獎」，是人才管理業界對醫管局的一大肯定。計劃目的是培訓有潛能的同事，發展其思維和能力，以便將來接任重要的領導崗位。

每屆HAELP有30位高級班學員和60位中級班學員，班級按職位而定，為期12-15個月。計劃內容包括領袖培訓工作坊、嘉賓經驗分享、教練培訓、業務座談會和專題研習報告，最大特色是「領袖導師」，分別由總辦事處的部門總監和主管與聯網總監，分享核心業務知識，畢業生和高級班學員更會為中級班學員提供一對一培訓。另外，又會邀請各行各業的行政總裁和知名人士分享他們的實戰經驗。

計劃的方向與醫管局目標一致，希望能助同事個人發展和提升工作表現，對機構和各方大有裨益。📍



同事在領袖培訓工作坊熱烈討論。Lively group discussions are commonly seen in leadership workshop.

Hospital Authority's efforts and commitment in talent management is recently well lauded by the people management industry. Hospital Authority Executive Leadership Programme (HAELP), an in-house leadership development programme, has won the Excellent Talent Management Award in the Hong Kong Institute of Human Resource Management HR Excellence Awards 2015/16.

HAELP aims to equip high potential staff in senior and middle management with mindset and skills suitable for key leadership positions. Each intake per year is 30 senior and 60 middle level participants, with the level determined by their positions. The programme spreads over 12-15 months.

The programme delivers knowledge and skills in various formats, namely leadership workshop, boardroom session, coaching, seminar on critical business knowledge and a project. Utilising the strategy of 'leaders as coach', directors and heads of HA Head Office divisions and cluster chief executives transfer core business knowledge and skills with fellow participants in friendly settings. Graduates and participants at senior level will offer one-on-one coaching to middle level participants. Besides, chief executive officers of different industries and renowned figures from different walks of life are invited to share their leadership experience in the boardroom sessions.

HAELP develops leaders who demonstrate abilities that align with organisational goals. The programme adopts strategies and practices that have direct impact on personal growth and business performance, which eventually benefits the organisation and its stakeholders. 📍

救人於危難 醫護贏表揚

Doctor and nurse recognised for saving unfortunate lives

伊利沙伯醫院的急症室駐院醫生鄭詠茵和明愛醫院內科護士鮑雋宇是今屆「香港人道年獎」得主。兩位曾跳出香港，跟隨志願機構到落後地區進行人道救援工作，然後再將寶貴的臨床經驗帶回本港，應用於日常工作，造福社群。

鄭詠茵醫生大學時曾休學到西非喀麥隆服務一年。那次經驗令她決心成為急症室醫生。在當地每日要處理不同程度的危重病人，縱使醫療資源匱乏，沒有X光機，只有基本抽血檢驗，治療工具和藥物有限，卻學到寶貴的臨床知識和與病人溝通的技巧。此後鄭醫生時刻提醒自己，人才是最重要，要多運用臨床知識，不要過度依賴工具和科技。

在非洲服務期間，鄭醫生兩度感染瘧疾，內心擔憂又徬徨，不知所措，當時的無助心情令她明白同理心的重要。「我現在會盡量花多一兩分鐘時間，主動向病人解釋病情，安撫他們在急症室的恐懼心情。」她坦言，要多挑戰自己，多冒險，就能保持對工作的熱誠。



鮑雋宇在非洲照顧病童。
Vincent Pao took care of sick children in Africa.

另一位人道年獎得獎者是鮑雋宇，他曾獲頒「省港澳傑出護士」，並接受去年《協力》9月號訪問。鮑雋宇大學畢業後加入醫管局工作，六年後毅然辭職，到非洲中部南蘇丹區內唯一一所醫院的兒科部門工作，每日處理數以百計患有瘧疾、麻疹和營養不良的病人，前年再重返醫管局，繼續回饋社會。

「香港人道年獎」由香港紅十字會及香港電台聯合主辦，表揚在「保護生命、關懷傷困、維護尊嚴」方面有傑出貢獻的人士。

Dr Kwong Wing-yan, who works in the Accident and Emergency (A&E) department at Queen Elizabeth Hospital, and Caritas Medical Centre medical department nurse Vincent Pao have recently received Hong Kong Humanity Awards for their selfless efforts in providing medical services in less developed countries. Their experiences have given them valuable insights and skills that they now use in their work for the Hospital Authority in Hong Kong.

While still an undergraduate, Dr Kwong took a gap year to provide voluntary medical services in rural areas of Cameroon in Africa – an experience she says inspired her to become an A&E doctor. Despite serving patients with a wide variety of illnesses, local clinics usually lacked even basic medical equipment like X-ray machine and medicines were in short supply. In the absence of 'standard' test equipment and lab facilities, Dr Kwong used observational and hands-on diagnostic skills and enhanced her ability to communicate effectively with patients about their condition. She says that this taught her the value of applying clinical knowledge instead of just relying on technology-based solutions.

Dr Kwong contracted malaria twice while serving in Cameroon. "It was a frightening experience, but it taught me that a few empathetic words of reassurance can go a long way," she says. "I always try to take one or two extra minutes to talk to patients about their condition and try to ease their nervousness in emergency room." She believes that more challenges and adventures can help to keep our passion towards work.

Vincent's award comes hot on the heels of the 'Outstanding Nurse Award' he received earlier – an honour that saw him featured in an interview in *HASLink's* September 2015 issue. Vincent spent six years working for the Hospital Authority after graduation before resigning to take up a position in the pediatrics department at the only hospital in South Sudan in Africa. He says that the hospital had to manage the challenge of helping hundreds of patients suffering from conditions such as malaria, measles and malnutrition every day. Vincent took up his current post at HA after returning to Hong Kong two years ago.



鄭詠茵醫生（左）和鮑雋宇曾到落後地區提供醫療服務，獲頒發「香港人道年獎」。
Dr Kwong Wing-yan (left) and Vincent Pao have provided voluntary medical services in rural areas and received the Hong Kong Humanity Award.



上年5月尼泊爾發生7.8級地震，鄭醫生（右）隨香港紅十字會協助救災。
Dr Kwong (right) went with the Hong Kong Red Cross to help the victims of the 7.8-magnitude earthquake that occurred in Nepal in May 2015.

Co-organised by Hong Kong Red Cross and RTHK, the Hong Kong Humanity Award aims to show appreciation to individuals who protect human life, care for the health of the vulnerable and respect human dignity.



網上投稿 齊共享小確幸

同事可透過文字或影像參加「幸福·樂源」網上投稿比賽，分享生活中遇到的幸福人、事、物。比賽最後由同事在2月至3月票選五強。活動網址是 <https://oasis.home/voting>，截止日期為2017年1月6日。

Sharing Simple Happiness

Colleagues are strongly encouraged to participate in the 'Simple Happiness' competition to share their happy moments and experiences with others through messages or images on the event webpage <https://oasis.home/voting>. The top five submissions scoring the highest number of 'likes' on web in February and March will be selected as winners. The submission deadline is 6 January 2017.

網上遊戲 測你心理健康

「心靈綠洲」推出專設的健康網站，載有心理測驗和心理健康資訊，加深同事對自己的了解，以及對精神和心理健康的認識。

Psychological Wellness e-Resources

Oasis will launch a website on psychological wellness with self-administered psychological assessments and mental health information. The website enables colleagues to gain a better understanding and knowledge on their own psychological wellness.

歷軸大型嘉年華

「心靈綠洲」慶祝成立15周年，舉行「心靈關顧」嘉年華，屆時會嘉許逾440位「員工緊急事故支援組」的義工同事。同場還有心理健康講座、各種提升心靈健康的工作坊（例如藝術治療），以及其他表演和攤位遊戲。

Psychological Care Carnival

Psychological Care Carnival will be organised by Oasis to celebrate its 15th anniversary. The carnival also aims at paying tribute to the continuous contribution and dedication of more than 440 members of the CIST. In addition to talks on mental health and various workshops (e.g. art therapy) on nourishing psychological wellness, participants can also enjoy performance and game booths.

天天好心「晴」

Start each day with a jolly mood!

「心靈綠洲」展開為期一年的「心Shine —員工心靈關顧系列」，全方位提升同事的健康心理質素。六大精彩節目已進行得如火如荼，包括早前已完成的心理健康急救課程，讓管理層了解同事潛在的情緒和心理問題及特徵，從而提供適切支援。

With the aim to nourish psychological well-being of all HA staff, Oasis has launched a year-long Psychological Care Programmes (PCPs). The diverse range of programmes have started earlier with a *Mental Health First Aid Training Course*, targeting to equip managerial staff with knowledge on symptoms of major psychological problems so as to provide timely support to fellow colleagues.



心理支援服務巡迴展

巡迴展於醫管局總部及各醫院聯網進行，介紹各項職員心理支援服務，並為大家帶來心理健康小貼士。詳情瀏覽「心靈綠洲」網站 www3.ha.org.hk/oasis/news.html。

Roving Exhibition

The Critical Incident Psychological Services Roving Exhibition has been set up since November at HA Head Office and all clusters. The exhibition introduces Critical Incident Support Teams (CIST) and Oasis services providing psycho-educational self-help tips for staff. Please browse the Oasis website www3.ha.org.hk/oasis/en_whatnew_pcp.html for more information.



短片分享正向人生

邀請社會各界人士拍攝短片，分享他們如何以積極態度解困，用樂觀的心對待人和事。講者包括著名電台節目主持人車淑梅和蔡元雲醫生等。短片會分階段上載至醫管局內聯網的醫管局頻道 (<http://navideo.home/HAVOD/>) 和醫管局YouTube網頁 (<https://www.youtube.com/user/HospitalAuthorityHK>)。

Spiritual Literacy Programmes

Renowned individuals from diverse backgrounds are invited to share their experiences in facing life challenges and in coping with different people and issues with a positive attitude and an optimistic mind. Guests include famous radio host Candy Chea and Dr Philemon Choi. The Spiritual Literacy Talk Series will be broadcasted in phases on HA Channel on intranet (<http://navideo.home/HAVOD/>) and HA YouTube page (<https://www.youtube.com/user/HospitalAuthorityHK>).

mSHR App 預約睇醫生只需 3 clicks

現職員預約職員診所，除打電話外，現在可以用流動應用程式「流動版員工健康紀錄」(mSHR) 預約，方便快捷。醫管局總辦事處人力資源部和資訊科技及醫療信息部攜手合作，為mSHR新增預約職員診所、更改預約和取消預約功能。大家只要按「預約」，便可知道最早可供預約的診期，也可以自選日期、時間和診所進行預約。

使用mSHR App前，員工要先到內聯網 (<http://eshr.home>) 登記成為「員工健康紀錄」(eSHR) 用戶，再用手機下載mSHR App，才可使用流動預約功能。登記步驟如下：

1. 登記eSHR及設定「第二密碼」
2. 登入eSHR，註冊使用mSHR後，你會收到系統送出的「啟動代碼」短訊
3. 下載mSHR app，然後啟動使用

eSHR與mSHR是個人健康紀錄系統，讓員工可隨時查閱自己的臨床健康紀錄。mSHR會陸續加入更多臨床醫療紀錄，如「我的醫療警示」、「我的放射報告」、「我的化驗報告」和「我的藥物」等。

如何透過mSHR app預約職員診所？ How to arrange staff clinic appointment via mSHR app?

Click 1

我的預約資料
我的醫療警示
我的藥物

職員診所
我的放射報告
我的化驗報告

Click 2

查閱醫管局職員診所資料
Check out details of HA staff clinics.

Click 3

取消 預約醫院管理局職員診所

最早可供預約的時間
2016年09月09日, 星期五, 下午2時00分

確定預約

我期望的預約時間

最早可供預約的時間

尚有配額的日子如下

2016年09月09日, 星期五

2016年09月10日, 星期六

2016年09月12日, 星期一

選擇其他診所

查看最早可供預約時間，時間適合的話，點擊「確定預約」。
Check out the earliest available timeslot. If it is suitable, click 'Confirm Booking'.

**預約完成！
Appointment booked successfully!**

預約醫院管理局職員診所

2016年09月09日, 星期五, 下午2時00分的預約已被接納

查閱我的預約

返回主頁

壁畫倡減碳 Hospital promotes carbon reduction on new facade

為推廣減碳節能文化，雅麗氏何妙齡那打素醫院最近興建了以沼氣發電的電熱聯供系統，即以沼氣供應醫院部分電力及所需熱能，預計每年可減少約2,000噸碳排放量，相當於醫院整體碳排放量的12%。

院方更進一步將環保訊息推廣至下一代，早前聯同香港中華煤氣有限公司舉辦「齊來愛環保」青少年畫家外牆設計比賽，邀請大埔區的中小學生參加，為系統設施的外牆設計壁畫。大會共收到逾600份作品，評審以「能源效益」、「轉廢為能」和「環境保護」三大主題，分別在中學組和小學組選出冠軍，並選出最高參與學校獎。最終小學組冠軍得獎作品將製成外牆壁畫。頒獎典禮暨系統啟用禮將於明年初舉行。

To encourage reduction of electricity usage and carbon emission, Alice Ho Miu Ling Nethersole Hospital (AHNH) has recently built a plant of combined heat and power system that uses landfill gas. The system can generate electricity and heating supplies for the hospital. It is expected that the new cogeneration system can reduce 2,000 tonnes of carbon emission annually, which is 12% of hospital's overall carbon emission.

To spread the message of going green to the younger generation, AHNH co-organised a mural design competition with The Hong Kong and China Gas Company Limited (Towngas) and invited primary and secondary school students from Tai Po district to design murals for the external wall of the plant. Over 600 designs have been received. The judges selected the champion, first runner-up, second runner-up and the highest participation rate award in primary and secondary school groups respectively, according to the themes of 'energy efficiency', 'waste to energy' and 'environmental protection'. The winning artwork of the primary school group is chosen to be painted on the wall. The award presentation cum inauguration ceremony will be held early next year.

小學組 Primary school group



**冠軍
Champion**

何恩程 (3C)
聖公會阮鄭夢芹小學
Ho Yan-ching 3C
S.K.H. Yuen Chen Maun
Chen Primary School

小學組冠軍作品將成為電熱聯供系統設施的外牆壁畫。The winning mural design in primary school group will be painted on the external wall of the combined heat and power system of AHNH.



亞軍 黃裕臻 (5E) 大埔舊墟公立學校 (寶湖道)
First runner-up Wong Yu-chun 5E
Tai Po Old Market Public School (Plover Cove)



季軍 林雪潔 (5B) 香港教育學院賽馬會小學
Second runner-up Lam Suet-ying 5B
The Education University of Hong Kong
Jockey Club Primary School

中學組 Secondary school group



冠軍 林頌恩 (3A) 香港紅卍字會大埔慈中學
Champion Lam Chung-yan 3A
Hong Kong Red Swastika Society Tai Po Secondary School



亞軍 廖啟希 (4E) 孔教學院大成何郭佩珍中學
First runner-up Liu Kai-hei 4E
Confucian Tai Shing Ho Kwok Pui Chun College



季軍 鄧可欣 (2C) 香港教師會李興貴中學
Second runner-up Tang Ho-yam 2C
Hong Kong Teachers' Association Lee Heng
Kwei Secondary School

想當年……

興建威院要靠借貸？
PWH built courtesy of a loan

30年前，香港政府向亞洲開發銀行（亞銀）借貸，才能順利興建威爾斯親王醫院（威院）。

1970年代香港經濟發展剛起步，需要大量資金發展基礎設施。當時香港政府獲亞銀貸款約一億美元，資助興建海水化淡廠及沙田新市鎮多個項目，其中一項是沙田教學醫院暨分科診所，即今天的威爾斯親王醫院。

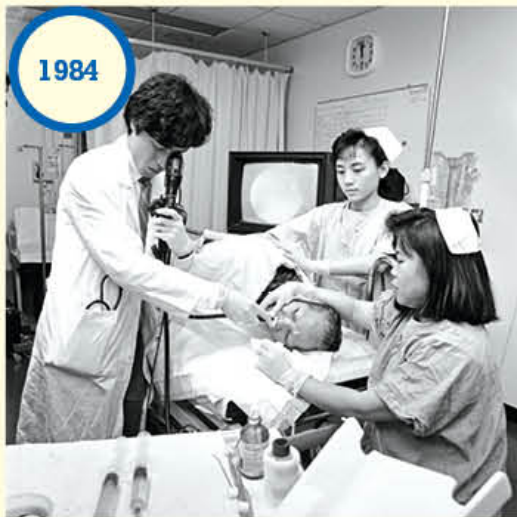
早前亞銀邀請威院協助拍攝一輯新照片，以對照醫院剛啟用時的面貌。一幅幅照片，從黑白到彩色、大型手術刀到微創內窺鏡，見證醫療服務一日千里，然而一直不變的，是醫護同事的專業精神及服務病人的心志。照片將於亞銀明年5月在日本橫濱的年度會議上展出，慶祝銀行50週年。亞銀是亞太地區政府之間的金融機構，旨在提高亞太地區人民的生活水平。💡

Three decades ago, the government had to borrow money from Asian Development Bank (ADB) to construct the Prince of Wales Hospital (PWH).

Hong Kong was in early stage of economic development in the 1970s. A large amount of capital was required for infrastructure. The government received a loan of about US\$100 million from ADB to support construction of a desalting plant and the Shatin Urban Development Project. One of the items in the project was the Shatin Teaching Hospital and Polyclinic, the present-day Prince of Wales Hospital.

Earlier this year, PWH was invited to assist in a photo shoot. These new photos parallel old photos in similar scenes. The juxtaposition of black-and-white images of large surgical scalpels and coloured images of minimally invasive endoscopes underscored the ever-evolving outlook of healthcare services. Yet, healthcare workers' professionalism and mission to serve are steadfast regardless of time. These photos will be exhibited in ADB's annual meeting in May 2017 in Yokohama, Japan to celebrate the bank's 50th anniversary. ADB is a financial institution that aims to improve living standard of people in member countries in Asia Pacific region. 💡

內窺鏡 Endoscope



肺功能測試室 Pulmonary function lab

黃大仙醫院
一站式復康服務
One-stop
rehabilitation
services established
in WTSH

擁有51年歷史的東華三院黃大仙醫院，通過香港賽馬會捐款，翻新三個復康病房，年初成立了香港賽馬會復康醫療中心。翻新工程涵蓋90張病床，添置各項先進醫療儀器，如懸掛式病人吊運系統，減少同事搬運病人時受傷的風險，亦可提升工作效率。中心亦增設了機械輔助步行治療系統和智能上肢活動訓練裝置等，幫助病人學習日常動作，恢復上下肢功能。

中心以橫向整合模式，把以往分開兩層的醫療儀器和復康設施集中同一層，方便復康病人進行診治和復康訓練，更能鼓勵他們主動參與，改善復康治療的效果。新中心營運近一年，同事認為新設計令他們工作更便利，不用再乘電梯運送復康病人到不同樓層，病人又可省下運送時間多做運動治療。

另外，中心靈活運用空間，病人活動可更多元化。新設的復康活動廳更可用於舉辦復康病人和員工訓練、病人照料者講座等。💡

病人十分投入復康訓練。
Patients having fun in rehabilitation training.

The new Hong Kong Jockey Club Rehabilitation Medical Centre was established earlier this year in the 51-year-old TWGHs Wong Tai Sin Hospital with revamp of three rehabilitation wards through the donation of Hong Kong Jockey Club. Revamp work involved renovation of the wards with 90 beds in total, and with advanced medical equipment installed, including a ceiling hoist system. This system reduces the risk of injury of staff when they transfer patients and thus improves work efficiency. Facilities such as robotic walking therapy system and robotic training set also help patients learn activities of daily living and improve limb functions.

With all medical equipment and rehabilitation facilities centralised on the same floor through horizontal integration of services, the design of the new Centre not only enables treatment and rehabilitation training, but also facilitates active participation of patients in achieving better rehabilitation outcomes. After operating for almost a year, staff expressed that transportation of patients has been easier with less use of elevators and hence, improves work efficiency. Patients also save time for exercise therapy.

With effective use of space, patient activities are more diversified. There is also a rehabilitation activity lounge designed for multi-purpose use, such as patient and staff training and seminars for patient carers. 💡

那年，我初入病房。一位少女因感情困擾，出現思覺失調徵狀，誤會媽媽是搶她男友的人，需要入精神科醫院接受治療。

她就是阿辰。在入院初期，她不甘心被困，想盡一切方法離開病房。試過衝門、與家人吵架、和醫生理論、甚至打算和男性朋友結婚，想男性朋友以監護人身份為她申請出院。當時我是她的專責護士，面對這個有理說不清的病人，實在很頭痛。

後來我調職至外展部門，機緣巧合下，再次成為阿辰的個案經理，有機會加深對她的了解。我們談人生目標、談理想、談生活的喜與悲。她嘗試尋找工作，可惜每次遇上壓力，她便會產生幻覺，嚇得差點暈倒。縱使她嘗試學習新東西，但倍感吃力和挫折重重。家人有時不能諒解她的行為，時有衝突，我經常為她們調解，希望家人體諒阿辰真心想走復元之路。

後來，阿辰嫁了給心儀的男生。但婚姻又怎會如她想像般簡單美好呢？二人面對生活上的種種分歧，爭吵不斷。阿辰更在一次吵架，從住所一躍而下，幸好最後獲救。

知道這個消息後，我二話不說立刻前往醫院探望她。

當時，她昏迷在病床上，全身包著紗布。我在床邊跟她說：「阿辰，你要振作，大家也掛念你啊！」。這個時候，我的淚水已從眼眶流出，能做的就是不斷給她鼓勵。最後，阿辰因復康需要而長期入住院舍。

投身精神科外展這些年，我常常跟個案主人深入了解傾談，不知不覺已待他們如朋友般，對他們有一份尊重和關懷。他們的故事，也成為我成長生活和個案護理的借鏡。精神病康復者在生活上要面對困難，往往比我們想像的多。唯有從心出發，用心聆聽，並從多角度入手，才能準確地明白病人的復康需要，真正地幫助他們。

現在，我偶然也會想起阿辰，希望她活得好、活得快樂。

陳敏儀
東區尤德夫人那打素醫院
精神科外展服務註冊護士

尋愛的
少女1分鐘自由講
Minute Talk

今年的工商機構運動會已完滿結束，醫管局連續第五次獲得「工商盃」甲組全場總冠軍，厲害！

今年共有超過200名同事參加多項賽事，其中足球成績彪炳。同事在「屯門費格遜」新界西醫院聯網中央消毒及無菌物品供應部聯運作經理羅達康帶領下，勇奪十一人足球甲組和七人小型足球甲組冠軍，是唯一同年贏得兩項足球賽冠軍的隊伍！

七人賽當日天氣酷熱，對醫管局隊和九巴隊球員都是一大考驗。上半場兩隊以0比0完場。醫管局隊下半場的攻勢較上半場凌厲，15分鐘屯門醫院病人服務助理梁偉樂一腳妙射，撞中對方防守球員而改變方向入網。最後醫管局隊以1比0勝出！十一人賽戰況同樣刺激，梁偉樂先射入兩球，完場前十分鐘再由葵涌醫院的放射師余國浩射入成3比1勝出。

另外，同事亦在長跑和籃球項目奪冠，而網球、羽毛球和乒乓球等項目都贏得獎項。💡



行政總裁梁栢賢醫生（右）與一眾球類運動籌委會成員和球員自拍。HA Chief Executive Dr PY Leung (right) takes a selfie with the Ball Games Organising Committee members and players.

擔任中場球員的總辦事處財務分析員胡鎮海（左）巧妙攔截對方傳球，並聯同屯門醫院註冊護士葉國熙立即策動反攻！Midfielder Wu Chun-hoi (left), a finance analyst at HA Head Office, intercepts a pass and works with teammate Ip Kwok-hei, a registered nurse at Tuen Mun Hospital, to press HA's advantage.

Congratulations to the Hospital Authority which was crowned the Overall Champion of Group A in the Corporate Games for the 5th consecutive time!

More than 200 colleagues took part in the recently concluded Corporate Games. Among various games, HA's football squad recorded spectacular results. Under the leadership of Cluster Operations Manager of the Central Sterile Supplies Department in New Territories West Cluster Samuel Law, aka 'Tuen Mun Ferguson', the team won both the 7-a-side mini-soccer and 11-a-side soccer tournaments – the first double-crown victory at the Corporate Games!

The 7-a-side mini-soccer final against Kowloon Motor Bus took place on a hot day that was challenging for both teams. A goal-less first half prompted more aggressive play from HA after the break. 15 minutes on, patient care assistant Leung Wai-lok from Tuen Mun Hospital netted the only goal of the match to award HA a 1-0 win at the final whistle. A more decisive victory was recorded in the 11-a-side final, with 7-a-side hero Leung scoring twice before Kwai Chung Hospital radiographer Yu Kwok-ho also put one in the back of the net to give HA a 3-1 win.

Colleagues also won championship in basketball and distance running, and snatched several awards in badminton, tennis and table tennis events. 💡

聖誕大餐「適」食又健康

Enjoy Christmas the healthy and sensible way!



又到聖誕節，大餐一頓接一頓！烤火雞、西冷牛排、壽司、生蠔、凱撒沙律、芝士蛋糕……美食當前，大家想吃得痛快，又不想墮入體重超標的陷阱，不妨聽聽新界東聯網營養師潘芷蔚的健康進食小貼士。🍴

Christmas is around the corner! Festive meals are often appetising. If you want to enjoy delicious food heartily without gaining much weight, New Territories East Cluster dietitian Lydia Poon's tips may help. 🍴

飲酒要適量

酒精含有不少熱量，一杯150毫升的紅酒或白酒有120卡路里；一罐360毫升的啤酒則有150卡路里，相等於大半碗白飯的熱量，所以要適可而止。

Drink moderately

Do not drink too much. Alcohol is also a source of calories. 150ml of red wine or white wine has 120kcal. 360ml beer has 150kcal, which is equivalent to a bowl of rice.

餐前不「留肚」，慢慢品嚐美食

很多人為了不想「蝕」而「留肚」吃自助餐，這樣卻更容易因肚餓而吃得過快過量，以至吸收過多熱量。所以進餐前不應「留肚」。進食時放慢節奏，一邊細心品嚐美食，一邊跟親友聊天，既能減少食量，又可享受相聚之樂。

Don't starve in advance. Eat slowly

Some people may eat less or even skip meals before having buffet. But it actually makes you eat more and also eat faster, resulting in absorbing too much calories. Therefore before Christmas dinner, do not starve yourself! Enjoy the gourmet meal slowly and have nice chats with family and friends. Past delightful time leisurely and reduce your intake of food.

先吃冷盤和蔬菜

吃聖誕大餐時，先吃冷盤食物，如沙律、生蠔、長腳蟹、海鮮刺身、煙三文魚、煙鴨胸、火腿等。蔬菜水果含豐富纖維素，帶來飽肚感。海鮮、鴨胸和火腿等肉類脂肪含量較低，而且含高蛋白質，所以同樣有飽肚效果。吃沙律時可用檸檬、醋或少量橄欖油代替高脂肪的沙律醬。

Start with cold dishes and vegetables

Start your Christmas feast with cold dishes such as salad, oysters, red king crab, seafood sashimi, smoked salmon, smoked duck breasts, and ham. Vegetables and fruits are dietary fibre-rich and make you feel full. Seafood, duck breast and ham have lower fat content and are rich in protein. They also make you feel full. When eating salad, try to replace fatty salad dressings with lemon juice, vinegar or a little olive oil.

Have a stroll after eating

After a great meal, stroll leisurely to consume calories and fats, and also to regulate blood glucose level. Feast your eyes and indulge in the city's sparkling Christmas lights!

餐後多走動一下

餐後不妨散散步，消耗一下熱量，降低血糖，減少脂肪囤積，又可順道欣賞美麗閃爍的聖誕燈飾，享受節日的歡樂氣氛。



聖誕節食物熱量排行榜 Calories of popular Christmas dishes

		熱量 (每100克所含的卡路里) Kilocalorie per 100g			熱量 (每100克所含的卡路里) Kilocalorie per 100g			熱量 (每100克所含的卡路里) Kilocalorie per 100g
No. 1	意大利辣味香腸 Pepperoni	413 千卡 kcal		芝士蛋糕 Cheese cake	321 千卡 kcal		牛肉意大利千層麵 Beef lasagna	132 千卡 kcal
No. 2	車打芝士 Cheddar cheese	401 千卡 kcal		西冷牛排 Grilled beef sirloin steak	241 千卡 kcal		阿拉斯加皇帝蟹 Alaska king crab	97 千卡 kcal
No. 3	黑森林蛋糕 Black forest cake	350 千卡 kcal		火雞肉 (連皮，烤熟) Roast turkey (with skin)	208 千卡 kcal		生蠔 Raw oyster	73 千卡 kcal
							大蝦雜菜沙律 Prawn salad	45 千卡 kcal